

MEMORANDUM FOR: CH/Res

Jim:

The man is dead for
the moment. Put this
back in the files until
the next time around.

M

10/73
(DATE)

FORM NO. 101 REPLACES FORM 10-101
1 AUG 54 WHICH MAY BE USED.

(47)

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Leg & Mary ALLEGIB
Phyram

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Jack
Montani

4 December 1973

MEMORANDUM FOR:

SUBJECT : Disadvantages of Moving the IC Staff away
from Langley

1. The President's Directive of 5 November 1971 includes the following sentence: "The DCI must have an increased and restructured personal staff to allow him to discharge his augmented responsibilities." The IC Staff, together with the NIOs, constitutes the "personal staff" referred to in that sentence. Whatever else they might do, they could not function successfully as personal staff to the DCI if moved away from Langley.

2. The vitality and usefulness to the DCI of the IC Staff depend to a high degree on direct, frequent, and informal contact with him, the NIOs, and CIA's senior managers, most of whom are an integral part of the management structure which supports him in his Community role. The use of space to fortify these relationships is fundamental to good management and can have tangible impact. These daily contacts provide IC Staff members with an insight and understanding of the variables which go into the boss' priorities, perceptions, and preoccupations. It allows responsiveness and effective feedback. In working with members of the Community it is important that they "know" the IC Staff member is in contact with the command and the issues and is influential in the DCI deliberations and treatment of them. Geographic proximity is a plus "signal" to this persuasion. Separation or divorce in physical proximity is a negative indicator to those with whom we must work and who are integral to our success.

3. This is not to say that if moved elsewhere, the IC Staff could not perform many of its current functions. Being removed from the focal point of the Intelligence Community, however, it would likely degenerate into a formal coordinating mechanism or an ivory tower. Timeliness and interest could be lost.

4. A rough analysis of the working contacts of the 40 professional personnel in the IC Staff indicates of these are with officials in

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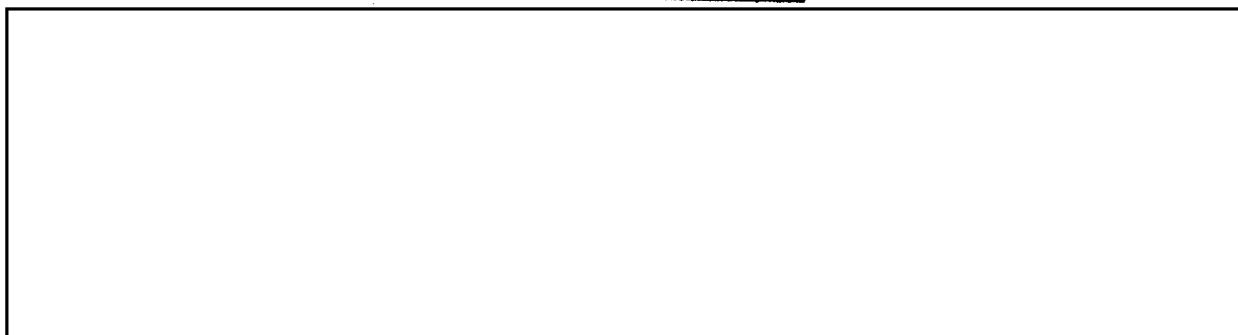
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25X1 Headquarters who have major Community responsibilities (the DCI, NIOs, USIB Committee), [] CIA officers whose responsibilities are primarily with CIA matters but who support the DCI on Community matters (the Deputy Directors, the General and Legislative Counsels, etc.), and 45% with officials of other agencies (DOD, NSA, OMB, State). The following chart shows a breakdown of these percentages within the IC Staff (the figures in paranthesis are man-years):

IC Staff Working Contacts (in percentages)



What the chart does not reveal is that a high proportion (perhaps 75%) of the IC contacts in the first two columns (DCI, NIOs, USIB and CIA) are conducted by [] and the three Group Chiefs.

5. A review of a representative group of specific projects handled by the IC Staff recently suggests that some could have been done from some other nearby location without substantive loss but at some expense for secretarial support, etc. The Murphy Report, the PFIAB report, the NFIPB, the Management Objectives and KIAs, while integral to USIB Committee interests and CIA managers, and NIOs, could be initiated elsewhere. Special studies, such as the Post-Mortem, Photo Mix, etc. often require special working groups and could be located nearby. Responses to Congressional inquiries, PFIAB, etc. involve liaison which requires proximate locations for orderly response.

6. Certain specific complications and costs would be involved in any move. Moving the Data Support Group would require the reproduction of physical facilities and computer terminal facilities at the new site costing over a quarter of a million dollars. In a separate location, the Staff would require an independent registry, courier service and additional clerical help. Also, graphics support would be needed -- altogether at least ten additional people.

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7. The current "master plan," which is the basis for the proposal that the IC Staff move away from Langley, was developed almost exclusively on an analysis of square footage and paid very little attention to such vital factors as function, interrelationships, and costs. No move should be contemplated until these are thoroughly examined.

8. The option of moving all the major Community-oriented elements to a central location would provide image. This should include the DCI, the NIOs and USIB Committee Chairman and their staffs. If this more integral approach should be considered, I suggest we urge a study of its costs against other alternatives available to Brownman. Meanwhile IC can live in the space allocated with the possible exception of some special study space for [] probably outside Langley.



PD/DCI/IC

DCI/IC/[] (12/4/73)

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